Deaconess Hospital

# Pulse

New England Deaconess Hospital
185 Pilgrim Road
Boston, Massachusetts 02215

February 1989

# Hospital-wide effort successfully reduces length of stay

In 1988, the Deaconess successfully recovered from a bout of financial difficulties. In fiscal year (FY) 1987, an increase in length of stay (LOS)—the number of days the average patient stays in the hospital—led to significantly increased costs, which were not covered by money received from third-party payors such as Medicare.

Solving the problem, Deaconess management concluded, would require cutting unnecessary costs without reducing the quality of patient care. Thus, the hospital embarked on a campaign to shorten LOS.

"This approach is an obvious way of reducing expenses," says Curtis Smith, senior vice president, Operations. "Cutting length of stay can reduce the amount of work throughout the hospital, while actually improving the quality of care provided. Furthermore, a comprehensive LOS program can help unite the medical, nursing, and administrative teams in a hospital-wide effort. It is a combined approach to attacking a common problem."

At the Deaconess, nearly half of the patient population is covered by Medicare under the DRG (diagnosis related group) system. This means that the hospital is reimbursed based on a patient's diagnosis, rather than on how long he or she actually stays in the hospital. Because the Deaconess treats some of the most seriously ill patients, and because the federal government has cut Medicare hospital allocations, it is essential that all patients be treated as quickly and efficiently as possible. Keeping LOS down benefits the hospital by keeping costs down; it also benefits the patient, who usually prefers a brief stay.

The past year's efforts reduced average length of stay from 10.7 days in FY 87 to 9.4 in FY 88. Several departments have been particularly instrumental in this effort, including Social Service, Utilization Management, Admitting, and Nursing, which established a program called "Critical Pathways" to identify more efficient methods of delivering patient care.

"Nursing is very connected to the LOS issue," says Marge Wiggins, R.N., director of medical/surgical Nursing, who heads the Critical Pathways effort. "Through Critical Pathways, we are constantly looking at how we can make changes to improve patient care and to reduce the length of the patient's stay."

Preadmission screening also has played an important role in reducing LOS. Through the efforts of Admitting and Quality Assurance, this process ensures that referrals from other hospitals are medically appropriate and allows many patients to be admitted after, rather than before, surgical procedures. This eliminates unnecessary time spent in the hospital and the ensuing service costs. "By carefully screening all admissions for appropriateness, and examining each plan of treatment for unnecessary delays following admission, we have been able to reduce LOS in certain areas by one full day," says Noreen Hurley, manager of Patient Registration.

*(continued on page 2)*

## Celebrate our success in cutting LOS

Celebrate the importance of LOS and the success we've made in cutting our LOSses! Come to the LOS celebration on Wednesday, February 1, 2-3:30 p.m. in the cafeteria. A large cake from Montilio's will be served with coffee and tea, and a raffle will be held for all employees. The grand prize winner will receive a "short-stay" weekend with Sunday brunch for two at one of Boston's finest hotels. Raffle tickets will be available, at no cost, during the celebration as well as the preceding week, from noon-1 p.m., in the cafeteria. Employees need not be present to win.

A mini-LOS celebration with cake and refreshments will be held at 99 Brookline Avenue, and another will be held for night-shift employees in the cafeteria.

Join the fun, and help keep the momentum up and LOS down.

# Nurse internship eases transition from student to R.N.

The transition from nursing school student to staff nurse can be a difficult period of adjustment for many nurses. The Deaconess Department of Nursing offers a nurse internship program to give graduate nurses the opportunity to increase self-confidence and become familiar with the hospital's policies and procedures.

"Although graduate nurses have had sound training, some of them feel as though they are in a sink-or-swim position during their first few months, or they are unsure whether they want to specialize in a particular area," says Jane Beaulieu, R.N., M.S., staff development instructor and coordinator of the nurse internship program.

So far, 20 nurses have participated in the sessions. Each session lasts 12 weeks and includes both hands-on training and classroom discussion. "The nurses have the opportunity to work in three different clinical settings throughout the hospital and attend classes that provide an overview of the different hospital services," says Beaulieu.

"I know the hospital really well now," says Pamela Mistician, R.N., Farr 11 staff nurse who completed the program in December. "Being an intern gave me the extra time to learn about the Deaconess and to test different areas of clinical specialty. Also, I just moved here from Texas and the program helped me to get to know a lot of people in the area, which made the transition much easier."

Each participant is assigned a nurse preceptor, an experienced staff nurse, who is a source of guidance and advice for the interns. "The nurse interns manage their own patients but have the support of someone more experienced if it's needed," says Joanne Prentice, R.N., Palmer 3 staff nurse who has been a preceptor since the program's inception in July 1987. "It's rewarding to pass on your knowledge and skills and see the nurses grow more independent in their new role as R.N."

It also is hoped that the program will help with recruitment and retention. Comments from previous participants indicate that the internship opportunity has made a difference. Patricia Lonergan, R.N., a PCU staff nurse who participated in the first program, says it has given her a more positive outlook on the nursing profession. Other participants have commented that the nurse internship program was the reason they chose to work at the Deaconess.

"This a wonderful support system for the new graduate. It orients the nurses to the Deaconess way of doing things and gives them time to adjust to their new positions," says Judith Miller, R.N., M.Ed., senior vice president for Nursing. "We hope to continue the program and strengthen it with experience."

**Joanne Prentice, R.N., (right) a preceptor in the nurse intern program, reviews a medication cart with Laurel Edwards, R.N., who recently completed her internship.**

## LOS *(continued from page 1)*

"The difficult side of the issue is that we all must remain aware of LOS every day," says Smith. "Despite the significant decrease in LOS in the past year, it can increase again as it did two years ago. So we must continue efforts to maintain our reductions and develop new ways of further reducing LOS. At the same time, we need to remember that each patient is different. The goal is not to standardize care, but to make sure that the care for each patient is appropriate," says Smith.

To keep up the momentum for LOS reduction, managers receive quarterly reports, and LOS focus groups in various departments meet regularly to work on ongoing projects. As a result, while patient intensity has remained constant, average LOS continues to decrease.

"The success of this project has been the result of a huge effort on the part of lots of people here," says Smith. "It is a program, not of a few individuals, but of the entire institution."

**Santa Claus listens to holiday wishes at the hospital's annual Christmas party. Santa's visit was a highlight of the December event, sponsored by Human Resources.**

## *Pulse* deadlines

Deadlines for *Pulse* submissions for coming issues are as follows:

March issue — **February 6**

April issue — **March 13**

Please send all submissions to Public Relations, Harris Hall 2, or call 2-8046.

# Take a "heart healthy" attitude this month

Cardiovascular diseases demand attention. The American Heart Association estimates that someone dies from cardiovascular disease every 32 seconds. Many people assume "heart" problems only affect the elderly. But 200,000 victims of heart and blood vessel diseases each year are under 65.

Many cardiac problems can be avoided or controlled by being aware of the three major risk factors—hypertension (high blood pressure), high cholesterol, and smoking—as well as other factors such as overweight, stress, and lack of exercise. The key to a healthy heart is learning how to cope with or eliminate these risk factors.

February is "Heart Month." To help employees adopt a "heart healthy" attitude, Teri Stokes, R.N., M.S., and Lori Ouellette, R.N., M.S., cardiovascular clinical nurse specialists, have planned activities to educate employees about good heart health. Planned with help from Nursing, Dietetics, Rehabilitation Services, and Behavioral Medicine, the events will help employees identify their own personal risk factors and learn ways to develop a "heart healthier" lifestyle. Brochures about heart health also will be available in the Farr lobby throughout the month.

Weekly lobby and cafeteria poster displays will focus on selected risk factors, and a "brown bag" lecture series is scheduled every Wednesday (see sidebar). In the cafeteria, small "heart" signs will be placed next to food items low in cholesterol and fat. And during the week of February 6, a "heart healthy" hot entree will be offered at the luncheon meal, in addition to two regular entrees.

To give employees some information about their own possible risk factors, free blood pressure screenings will be offered in Farr lobby on Tuesday, February 14 (Valentine's Day), and Thursday, February 16, from 1-4 p.m. Free ecalyzer tests (which measure carbon monoxide content in the lungs) will be offered Thursday, February 23, 1-3 p.m., also in the Farr lobby.

Stokes and Ouellette will lead periodic stairwalker groups around noontime during February. Watch for posters in the cafeteria and the Farr lobby announcing dates and times. And remember, while Farr elevators are under repair, walking the stairs is another "heart healthy" choice.

## Learn how to be "heart smart"

To celebrate "Heart Month" the following lunchtime lectures will be held every Wednesday, from noon to 12:45 p.m., in Harris Hall 232:

**February 1:** "Risk factor identification and strategies for change," Teri Stokes, R.N., M.S., and Lori Ouellette, R.N., M.S., Nursing

**February 8:** "Eating for the health of your heart," Judy Palken, M.S., R.D., Dietetics

**February 15:** "Benefits of the relaxation response," Cindy Medich, R.N., M.S., Behavioral Medicine

**February 22:** "Exercise for heart and health," Jim Huddleston, M.S., P.T., Rehabilitation Services.

# Deaconess employees have positive attitudes

The initial results of the employee attitude survey are in, and they reveal a generally positive trend in employees' satisfaction with the Deaconess. "Of the categories examined in the survey, nearly three-fourths show scores higher than in the last survey," says Jim Collins, employee relations manager.

**Bertha Ann DeLeon helps a customer pick out an item at the Christmas Bazaar sponsored by the Friends of the Deaconess. Proceeds from the sale, totaling $9,500, will be donated to the hospital.**

To score each of the 16 categories—which include job satisfaction, benefits, and physical conditions—hospital norms (ranking averages) for each category are determined from the survey results and are compared to average norms from hundreds of other hospitals. The results also are broken down into listings that compare departmental norms to the Deaconess norm for each category.

Early in February, consultants from Management Science Associates, the firm that processed the completed questionnaires, will meet with supervisors and department heads to discuss the results in greater detail. Each supervisor will receive a printout listing hospital norms as well as results for his or her work unit. Supervisors will then meet with their employees to discuss the outcome.

SURVEY UPDATE

"This method of result reporting serves a dual purpose," says Collins. "The hospital-wide results help detect attitude trends with regard to institutional issues, such as earned time and employee benefit programs, while the individual department results allow supervisors to pinpoint important department-specific problems. The survey is a valuable tool for helping us recognize where limited resources should go."

# Interpreters help bridge the language gap

"Coming to a hospital is stressful for anyone, but how much more frightening must it be for someone who doesn't speak the language," says Phyllis Wasserman, director of Volunteer Services. "It is very reassuring for patients to find someone who speaks their language here to help them."

To meet the needs of non-English-speaking patients, Volunteer Services coordinates a group of interpreters, most of whom are hospital employees. The office maintains a file of multilingual employees based on information received from Human Resources, orientation meetings, or direct employee contacts.

"When a call requesting an interpreter comes in from a floor, we need to get very specific information: how long the interpreter will be needed, what will be discussed with the patient, and whether the interpreter should have a certain level of medical knowledge to explain tests or procedures," Wasserman says. "Then Ann Dow [Volunteer Services secretary] and I go through our lists to find whether an appropriate person is on duty and can be available at the necessary time. It often takes a while to find the right person, so the earlier we can be notified of a need, the better."

Portuguese and Spanish are the languages most frequently requested. The demand for less common Asian languages—such as Vietnamese and Cambodian—is increasing and should continue to do so as those populations grow in the Boston area. To meet these needs, Volunteer Services has contacted community organizations that provide assistance to immigrants and other non-English-speakers. Although interpreters occasionally have come from those sources, difficulties with logistics and scheduling make employee interpreters the best alternative.

"Matching the right interpreter with the situation takes skill," Wasserman says. "Some people are better able than others to interpret when medical procedures are involved. And we also need to be aware of subtle cultural differences—like a reluctance to ask for clarification when instructions are unclear—that could lead to miscommunication. We have many employees who are excellent interpreters, but we try not to overuse the same people. Often they are well known to the nursing staff, who may call them directly when an interpreter is needed."

Dean Manheimer, vice president for Human Resources, says, "The interpreters program is one more example of how dedicated Deaconess employees are to helping our patients. We really appreciate the interpreters' efforts and the cooperation of their departments, without which the program could not exist."

"Our interpreters provide such a valuable service," Wasserman says, "and they tell me they feel personally rewarded by being able to help our patients."

For more information about the interpreter service, or to volunteer as an interpreter, call Volunteer Services (2-8044).

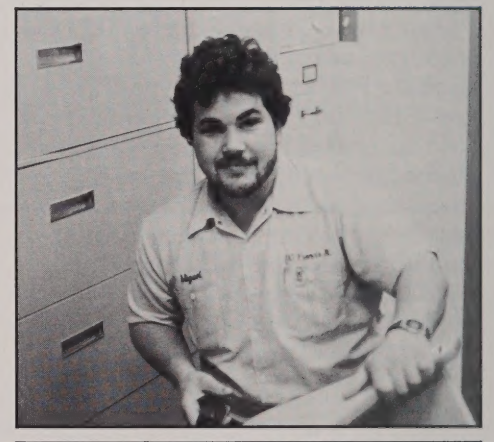
## Caring translates into any language

"This year I received Christmas cards from patients from all over the world, thanking me for helping them when they were in the hospital," says Toni Garcia, a patient transporter who is one of the most active employee interpreters. "I love meeting the patients, and I learn so much about medicine from the doctors and nurses. Sometimes it's sad when I have to give a patient bad news, but I've gotten used to that. When I go home at the end of the day, I feel good."

Miguel Ortiz, building service/maintenance worker in the Lowry Medical Office Building, agrees. "It's good to help the patients out. I've met people from many different countries. Once I translated for a lady from the same city in Puerto Rico that I come from. She told me to come and see her when I go back for a visit."

"I grew up speaking English and Portuguese," says Sarah Lopes, research associate in the nutrition/metabolism lab. "I like to interpret because I understand how difficult it must be not to be able to communicate with people who are trying to take care of you. Sometimes I get very close to patients and their family members, and occasionally former patients will meet members of my family from New Bedford and tell them how much they appreciated my help. The hospital is getting more and more patients who speak Portuguese or other languages, so it's important to have as many bilingual employees as possible act as interpreters."

**Patient transporter Toni Garcia has interpreted for Angela Peralta during several hospitalizations.**



**Both Miguel Ortiz, LMOB (above), and Sarah Lopes, nutrition/metabolism lab, enjoy the satisfaction they receive interpreting for patients.**

# Foundation benefit honors Trey

Charles Trey, M.D., chief of gastroenterology, was honored by the American Liver Foundation at a December fundraising event. The benefit, sponsored by a group of bankers and merchants, raised $75,000 to establish the Charles Trey Research Fellowship, which will be administered by the foundation.

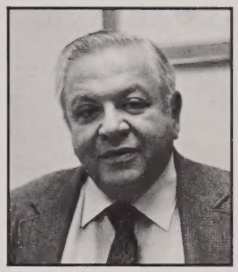
"This was a very unexpected recognition," Trey says, "especially since honors like this usually come posthumously. I'm pleased to receive it while I'm here to enjoy it."

The American Liver Foundation is a national non-profit organization that works to improve understanding of and raise funds for treatment and research of liver disease. Trey was a founder of the Boston chapter, one of the most active of the 20 chapters across the country.

"The foundation's main objective is to raise funds for liver research," he says. "They also have support groups and educational programs for patients and sponsor many activities to raise awareness of liver disease across the country.

The impetus for the benefit honoring Trey came from Frank Viola, president of the Haymarket Cooperative Bank of Boston, who was treated for liver disease at the Deaconess in 1987. "Dr. Charles Trey saved my life," Viola said in a *Boston Globe* article on the event. "When word got out we were going to honor him, everyone wanted to attend." Deaconess trustee Robert Spiller was a cosponsor.

One of the guiding forces behind the hospital's liver transplant program, Trey has been a member of the Deaconess



**Charles Trey, M.D.**

staff and gastroenterology chief since 1970. He is a graduate of the University of Cape Town Medical School in South Africa. He maintains close contacts with the university and its affiliated Groote Schuur Hospital, the only integrated government-sponsored hospital in South Africa, and was a consultant to the Groote Schuur team that recently performed the first successful liver transplant in the country.

## Service awards

Congratulations to the following employees who celebrate their service anniversaries in February:

*25 years*

**Richard Barry,** Admitting
**Paul Fordham,** Admitting
**Karen Kimball, R.N.,** Nursing

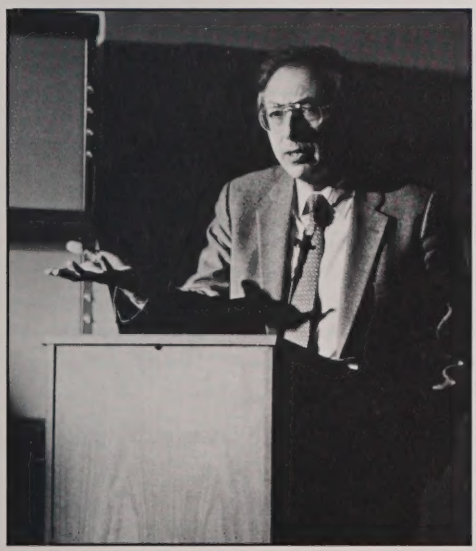
*10 years*

**Lai-Kuen Chou,** Information Systems
**Donna Crouch,** Payroll
**Pauline Dufresne,** Anatomic Pathology
**Eileen Kennerley,** Grants and Contracts
**Dorothy Leach,** Dietary
**Marilyn McDonald, R.N.,** Nursing
**Daniel Perez,** Dietary
**Deborah Pinel,** Vascular Lab

*5 years*

**Daniel Crewe,** Microbiology
**Suzanne Fountaine,** Dietary
**Mark Greenberg, Ph.D.,** Deaconess Medicine
**Joan Hamilton,** Cardiology
**Paula Radosta,** Nursing
**Louise Riemer,** Ambulant Dialysis
**Jane Walsh,** Deaconess Surgical Associates
**Jane Weinstock,** Social Service

(This list was provided by the Human Resources Department.)



**Robert Gallo, M.D., of the National Cancer Institute, delivered the annual Charles Apffel lecture, sponsored by the Cancer Research Institute and the Boston Cancer Research Association. Gallo, codiscoverer of HIV, the virus which causes AIDS, discussed the role of retroviruses in human cancers.**

## NEDH in the news

Deaconess people in the news in the past few months include the following:

- **George Blackburn, M.D.,** director of the center for nutritional research, was quoted in a *Boston Globe* "Health Sense" article and in a *Vogue* story regarding liquid diets.
- **Albert Bothe,** M.D., associate chairman of the Department of Surgery, was interviewed for an Associated Press wire service article on surgeons' attitudes towards AIDS testing.
- **Jerome Groopman, M.D.,** chief of hematology/oncology, was featured on WCVB-TV's evening news regarding FDA approval of a new AIDS antibody test.
- **Geoffrey Habershaw, M.D.,** chief of podiatry, was interviewed by WNEV-TV's medical reporter, Alan Xenakis, M.D., about heel spurs and Larry Bird's foot problems.
- **Richard Lee,** executive vice president, was quoted in a *Boston Globe* story concerning Medicare shortfalls.
- **Cynthia Medich,** R.N., M.S., behavioral medicine, was quoted in a *Boston Herald* story on how to resist holiday temptations like alcohol, food, and tobacco.
- **Charles Trey, M.D.,** chief of gastroenterology, was the subject of a *Boston Globe* "Centerpiece" article about his work with Groote Schuur Hospital in Cape Town, the only racially integrated government hospital in South Africa. He also was featured in a *Globe* story about the American Liver Foundation benefit to establish the Charles Trey Research Fellowship.

## February AIDS Grand Rounds

The next Employee Grand Rounds on AIDS will be held Wednesday, February 15, from 1:30 to 2:30 p.m. in Joslin Auditorium. The program features a dialogue with a patient, lover, and family member about personal perspectives on living with AIDS. Judith Babcock, M.S.W., Harris Hall social worker, will moderate the discussion. The session will conclude with a brief question-and-answer period.

## Information Desk sets new hours

Due to the growing volume of same-day surgery and testing, there has been an increase in the number of early-morning arrivals. In response, the Farr Lobby Information Desk now opens at 6 a.m. to provide additional assistance to these patients. For more information, contact Noreen Hurley in Admitting (2-8111).

## News from the Friends

The Friends of the Deaconess seek donations for a February book sale. Books may be brought to the Volunteer Office in Harris Hall 103. For more information, call Volunteer Services (2-8044).

The Friends of the Deaconess also wish to thank all who helped to make the Christmas Bazaar a success. The event raised approximately $9,500 for the hospital.

## Alpha Credit Union offers vacation loans

Now you can take that big vacation you've been talking about for months. The Alpha Credit Union is offering vacation loans for $1,000 to $3,000 for one year at a reduced rate of 12.9 percent. The offer is good through February 24. For more information, call the Alpha Credit Union (2-8164).

## In memoriam

The Deaconess community was saddened by the death of one of its members, **Robyn L. Davis.** A former Farr 7 unit coordinator and most recently secretary to Gary Gibbons, M.D., she died on December 12, 1988. The Department of Surgery has established a fund for the benefit of her two children. Contributions payable to "The Robyn Davis Memorial Fund" can be sent to Sandy Buckley, Department of Surgery, LMOB 3A. For more information, call Sandy Buckley (2-9771).

The Surgical Services Department has put together a cookbook in memory of a former Deaconess employee, the late **Barbara Glennon, R.N.** This collection of favorite recipes, titled *The Tried and True Cookbook*, is available from the PACU for $6. All proceeds will be donated to a fund supporting her eight-year-old son Jarrad.

## Changes at protocol office

The protocol office of the Division of Research Administration has moved to new offices in Harris Hall (rooms 501 and 503). Office hours, during which routine matters will be handled, are 1 to 5 p.m., Monday through Friday. In case of an emergency before 1 p.m., contact Susan Landsman at 2-8539. For more information, call the protocol office (2-8538).

## Security is everybody's business

Security officers constantly patrol all areas of the 17-acre Deaconess campus and off-site locations. However, because of the size and nature of the older buildings and the limited number of available Security officers, maintaining a safe environment requires the participation of all Deaconess employees.

Remember to be on the safe side: secure valuables, and place personal items out of sight. If you notice a suspicious person or situation, immediately call the Security Control Center (2-9111 or 2-8305).

## February teleconferences

During the month of February, teleconferences will be offered on the following topics: **male aesthetic facial surgery, motivation, victims of violence, home transfusion therapy, cocaine in the workplace, Parkinson's disease, successfully working with people,** and the **nursing shortage—nurse retention strategies.** For information on dates and times, contact Media Services (2-8125).

## New emergency number for organ bank

The New England Organ Bank has a new 24-hour emergency number: 1-800-322-NEOB (6302). The business number continues to be (617) 277-6200. All correspondence should be sent to the Organ Bank's new location at 138 Harvard Street, Brookline, MA 02146.

## Countway Library offers seminar series

The Countway Library of Medicine at Harvard Medical School offers a number of seminars this month, as part of its Spring '89 seminar series. Topics include: **outline searching; Index Medicus: the premier biomedical index; citation searching; Countway catalogs;** and **online strategies.** Programs will be held at the Countway Library, 10 Shattuck Street. For more information or to register, call 732-2134.

## Local theatre group to give bewitching performance

"The Crucible," Arthur Miller's compelling drama about the Salem Witch trials, opens Friday, February 3, for a three-weekend run at the Wheelock Family Theatre, 180 The Riverway. Performances are Fridays and Saturdays at 7:30 p.m., and Sundays at 3 p.m., through Sunday, February 19. Tickets are $6. For more information and reservations, call 734-5203.

## "Save Life on Earth" benefit auction

The "Save Life on Earth" benefit auction will be held Saturday, February 4 at the Royal Sonesta Hotel in Cambridge, to support the Nobel Peace Prize-winning International Physicians for the Prevention of Nuclear War, Greater Boston Physicians for Social Responsibility, and National Physicians for Social Responsibility. The featured attraction will be artwork from the international art exhibit "Save Life on Earth." Festivities will begin at 5:30 p.m., and guest auctioneers will include ABC and WCVB-TV medical correspondent Timothy Johnson, M.D. For tickets and additional information, call 868-5050.

**Carol Baer, R.N., M.S.N.**, clinical specialist, rehabilitation nursing, received a grant for $22,000 to be used over three-years for research and staff development related to skin care. The grant—the largest to date awarded to the Nursing Department—was awarded by Support Systems International, Inc. The first phase of the project will focus on predicting and preventing pressure sores.

**Richard J. Baptista, M.S., R.Ph.**, general manager, Deaconess Home Health Care Corporation, **Francis P. Mitrano, M.S., R.Ph.**, director of Operations, DHHCC, **and Anthony P. Silvestri, R.Ph.**, pharmacy manager, DHHCC, presented a poster on home intravenous antibiotic therapy to the American Society of Hospital Pharmacists. Mitrano also spoke on parenteral pain management at the annual "Advances in High Tech Home Care" course sponsored by DHHCC.

**Herbert Benson, M.D.**, chief of behavioral medicine, spoke at the International Conference on Stress in Switzerland. Benson also spoke on empirical date gathered on the relaxation response to the Association for the Advancement of Behavioral Therapy in New York.

**Albert Bothe, M.D.**, director of general surgical training, organized and moderated the winter meeting of the New England Association of Program Directors in Surgery, hosted by the Department of Surgery. The major topic of discussion was resident work schedules, and primary speakers included **Paul Hans, M.D.**, psychiatry, and **Glenn Steele, M.D.**, chairman of Surgery.

**John Deckro, R.N.**, behavioral medicine, spoke on clinical applications of the relaxation response at Choate-Symmes Hospital medical grand rounds.

**Alice D. Domar, Ph.D.**, behavioral medicine, spoke on infertility and stress as the keynote speaker at the annual meeting of the Association for the Advancement of Behavioral Therapy. She also spoke on the relaxation response and behavioral therapy, and on the use of the relaxation reponse in the behavioral treatment of medical disorders.

**Martha Franklin, R.N.**, staff nurse in Radiation Therapy, was certified by the Oncology Nursing Certification Board.

**Herbert Gramm, M.D.**, chief of general radiology, lectured at Maine Medical Center on gastrointestinal radiology in the immunocompromised patient. He also received a certificate of merit from the Radiologic Society of North America for his exhibit on the differential diagnosis of the tubular small bowel. **Karoly Balogh, M.D.**, Pathology, was a coexhibitor.

**Jeanne M. Holm, R.N.**, nurse clinician, DHHCC, was certified by the Oncology Nursing Certification Board.

**Richard E. Lee**, executive vice president, testified along with other Boston teaching hospital executives before a field hearing of the House Select Committee on Aging on the overall effects of falling Medicare reimbursement rates on the state's urban hospitals and communities.

**Carol Mandle, R.N., Ph.D.**, behavioral medicine, presented a paper entitled "The Relaxation Response in Patients Undergoing Femoral Arteriograms," to the Association of Cardiovascular and Pulmonary Rehabilitation. Coauthors included **Alice Domar, Ph.D.**, and **Herbert Benson, M.D.**

**Stephen Maurer, M.A.**, director of the Mind/Body Clinic, behavioral medicine, spoke to the New England Region International Association for Enterostomal Therapy on nursing management of patients with ostomies.

**Richard W. Nesto, M.D.**, cardiology, was named to the steering committee of two nationwide studies evaluating silent ischemia in patients with coronary artery disease. He also spoke on silent ischemia at an international symposium in Israel. In addition, he contributed two chapter on silent ischemia in diabetics and the effect of Nifedipine on the treatment of silent ischemia to the book *Silent Myocardial Ischemia.*

**Carl O'Donnell, D.Sc., M.P.H.**, pulmonary medicine, published a paper entitled "Diminished Perception of Inspiratory-resistive Loads in Insulin-Dependent Diabetics" in the *New England Journal of Medicine*. The study—which found that diabetic patients were less able to perceive and respond to signs of respiratory problems—was coauthored by **Lawrence Friedman, M.D.**, internal medicine, **John Russomanno, M.D.**, and **Richard Rose, M.D.**, chief of pulmonary medicine.

**John G. Sebestyen, M.D.**, ophthalmologist, presented a paper entitled "Complications of Intraocular Lens Implantation in Diabetics" to the International Diabetes Federation in Sydney, Australia.

**Paul Sesin, Pharm.D.**, clinical coordinator of Pharmacy Services, and **Eva O'Keefe, R.Ph., M.B.A.**, manager of Pharmacy Services, presented two papers—"Drug Utilization Evaluation of Cefotetan vs. Cefoxitin in a Large Teaching Hospital" and "Influencing I.V. H2 Antagonist Use: A Cooperative Effort"—to the American Society of Hospital Pharmacists.

**Glenn D. Steele, M.D.**, chairman of Surgery, was named a member of the executive committee of the Commission on Cancer.

**Leo Stolbach, M.D.**, oncology, spoke on behavioral intervention in cancer and other diseases at Boston University School of Medicine.

**Eileen Stewart, R.N.**, behavioral medicine, spoke on treating disorders of arousal at the International Conference on Stress, and participated in a workshop on starting a cardiopulmonary rehabilitation society at the annual meeting of the Association of Cardiovascular and Pulmonary Rehabilitation. She also presented two papers to the American Heart Association: "Five-year Follow-up of a Non-Pharmacologic Hypertension Program," coauthored by **Richard Friedman, Ph.D.**, behavioral medicine, and **Herbert Benson, M.D.**; and "The Efficacy of Eliciting the Relaxation Response in Preparing for Cardiac Surgery," coauthored by **Mary Mamish, B.A.**, and Benson.

## New appointments

**Jay Hollingshead, R.N.**, has become a transplant nurse, a position in which she will coordinate the new lung transplantation program. Previously she was clinical director of the gastric surgery program.

**Jeanne Holm, R.N.**, has been appointed AIDS clinical coordinator at Deaconess Home Health Care. She has been with DHHCC for two years and will coordinate home IV treatment for people with AIDS.

**Catherine Riley, M.T. (ASCP)**, has been named supervisor in clinical chemistry. She joined the medical technologist team in the chemistry lab in 1980, and had been assistant supervisor for the past two years.

**Bonnie Taylor, M.A., O.T.R.**, has joined the psychiatric staff. She will cover both Palmer 2 and Deaconess 4 for occupational therapy needs.

## Recruiting update

December was a busy month for the Human Resources recruitment team. The 39 new employees listed below began working at the hospital during the month. Welcome to:

Mary Kay Baggs, Cardiology
Klen Bloom, Financial Planning
Lori Buswell, JCRT
Jinxuan Cheng, Research
Ellen Cohen, Nursing
Julius Coker, Dietetics
John Condon, Engineering & Maintenance
Angela Cotton, Pathology
Melvin David, Dietetics
Lisa Davis, Research
Willmer De Los Rios, Materials Management
Josephine Gerweck, Nursing
Paula Hergott, Pharmacy
Hasting Hylton, Dietetics
George Isaacs, Dietetics
Guy Italien, Building Services
Flavie Jean, Pathology
Lebert Johnson, Dietetics
Keith Kendrick, Dietetics
Deborah Killam, Research
Peter Kritikos, Controller's Office
Alisa Laubenstein, DHHCC
Elaine Levin, Research
Daren Li, Library
Eleanor Lowe, Nursing
Phyllis MacIntyre, Nursing
Maureen McKenna, Financial Planning
Emily Olowayeye, Pharmacy
Julio Pagan, Building Services
Reaver Paul, Dietetics
Winston Pemberton, Medical Records
Derek Pina, Nursing
Richard Pina, Physician Financial Services
Dwayne Rogers, Dietetics
Jane Shea, DHHCC
James Stewart, Research
Richard Thibodeaux, Building Services
Inger Tillotson, Deaconess Medicine
Charles Vernis, Information Systems

Human Resources expects to hire candidates from several January job fairs during the coming month. For more information, call Human Resources (2-8137).

## New staff members

Physicians who have joined the clinical staff in recent months include:

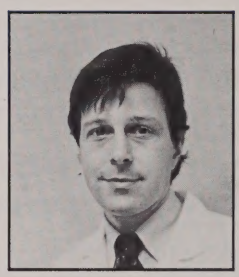
**Mary Albrecht, M.D.,** infectious disease, completed residencies and clinical and research fellowships in infectious disease at the Deaconess. She is a graduate of Albany Medical College.

**David Krohn, M.D.,** internal medicine, is a graduate of Mt. Sinai School of Medicine in New York. He was a resident at St. Joseph Mercy Hospital in Ann Arbor, Michigan, and a clinical fellow in medicine at Massachusetts General Hospital. He has been on staff at Beth Israel, Brigham and Women's, and Boston City Hospital.

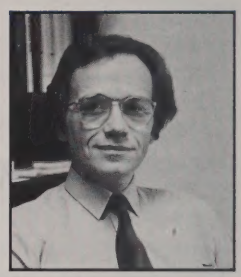
**James W. Lucarini, M.D.,** otolaryngologist, recently completed residency at Massachusetts Eye and Ear Infirmary. A graduate of Yale Medical School, he was an intern at the University of Pennsylvania Hospital. His principal interest is in head and neck, and plastic and reconstructive surgery.

**Thorkild Norregaard, M.D.,** neurosurgeon, completed his training at the University of Illinois. He also trained at the University of Aarhus in Denmark, and served a general surgery residency and conducted basic research at Massachusetts General Hospital. In addition to general neurosurgery, his work focuses on cerebrovascular neurosurgery and metastatic disease of the spine.

**Joanne Palmisano, M.D.,** endocrinologist, also has joined the staff at Joslin Diabetes Center. Previously director of the diabetes clinic at SUNY/Health Science Center at Brooklyn, she is a graduate of Columbia College of Physicians and Surgeons and was a resident at Albert Einstein College of Medicine. She also conducts research into the natural history and development of diabetic kidney disease.



**James Lucarini, M.D.**



**Thorkild Norregaard, M.D.**

**Joanne Palmisano, M.D.**

Deaconess Hospital

New England Deaconess Hospital
185 Pilgrim Road
Boston, Massachusetts 02215

Affiliated with NEDH Corp.

Non-Profit
U.S. Postage
PAID
Permit No. 18
Holliston, MA
01746

**Pulse is published by the Public Relations Department, New England Deaconess Hospital, 185 Pilgrim Road, Boston, MA 02215, (617) 732-8046. Third-class postage paid in Holliston, MA, Permit (non-profit organization) No. 18.**

**Editor: Susan McGreevey**
**Contributors: Christine Hickey, Marcia Tabenken, Patricia Whalen**